

# Mayor's St. Paul's Advisory Committee

## Meeting Minutes

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**Date of Meeting:** November 25, 2025

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**Minutes Prepared By:** Paige Davis, City of Norfolk

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**1. Purpose of Meeting: To provide project updates and feedback on St. Paul's Transformation Area project, including People First update, Economic Inclusion, and more.**

2. Attendance at Meeting			
Mr. Bruce Brady – absent	Ms. LaEunice Featherston – absent	Mr. Earl Fraley– present	Ms. Ebony Burnham – absent
Rev. James Curran – present	Ms. Regina Daye – absent	Mr. William Harrell – Present	Dr. Kirk Houston – present
Ms. Deirdre Love – present	Councilman John Paige – present	Mr. Christopher Bryant – absent	Dr. Glenn Porter – present
Ms. Danica Royster – present	Ms. Tara Saunders – absent	Mr. Christopher Tan – present	Councilman Carlos Clanton – present
Ms. Iris Lundy – present	Pastor Travis Barnes – absent	Dr. Doreathea White – absent	Mr. Brian Owens – present
Ms. Kim Sudderth – absent			

### 3. Agenda

- |   |             |
|---|-------------|
| <b>I. Welcome/Opening Comments</b>  | <b>6:00</b> |
| <ul style="list-style-type: none"><li>• <i>Barbara Hamm Lee, SPAC Liaison</i></li><li>• <i>Councilman John Paige</i></li><li>• <i>Councilman Carlos Clanton</i></li></ul> |             |
| <b>II. SPAC Role/Responsibility</b>   | <b>6:05</b> |
| <ul style="list-style-type: none"><li>• <i>Councilman John Paige</i></li><li>• <i>Councilman Carlos Clanton</i></li><li>• <i>SPAC Members</i></li></ul>                   |             |
| <b>III. People First Update</b>   | <b>6:25</b> |
| <ul style="list-style-type: none"><li>• <i>Year 6 Impact Report</i></li></ul>   |             |

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- Upcoming Changes Due To “Big Beautiful Bill”
  - *Nicole Brown, People First USI*

#### IV. Development Update 6:50

- Kindred Development and Economic Inclusion Update
  - *Sarah Jones-Anderson, Brinshore*
- NRHA Redevelopment Update – Calvert Square and Young Terrace
  - Earl Fraley, NRHA Chair of Board
  - Bobvala Tengen, Gilbane Development
  - Steve Morales, NRHA

#### V. St. Paul's Transformation Research Project 7:15

- Sara Olson, ODU

#### VI. SPAC Open Discussion 7:20

- Councilman John Paige – Crown Point
- End of Year Comments – Co-Chairs

#### VII. Adjournment 7:30

### 4. Meeting Notes, Decisions, Issues

#### I. Welcome/Opening Comments 6:00

- *Barbara Hamm Lee, SPAC Liaison*
- *Councilman John Paige*
- *Councilman Carlos Clanton*
- Ms. Hamm Lee opened the meeting at 6:00 p.m., introducing herself and welcoming committee members.
- She acknowledged the Norfolk Housing and Community Development office for providing gifts, decorations, and dinner. She emphasized the importance of sticking to the agenda for a focused and productive meeting.
- Roll call was conducted. Afterward, Ms. Hamm Lee transitioned to the first agenda topic by introducing the co-chairs and the discussion on SPAC roles and responsibilities.

#### II. SPAC Role/Responsibility 6:05

- *Councilman John Paige*
- *Councilman Carlos Clanton*

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- Councilman Paige highlighted notable member achievements, including Ms. Iris Lundy (recognized by Kappa Alpha Psi Alumni) and Ms. Danica Royster (appointed to Governor-elect Spanberger's transition team).
- Councilmember Carlos Clanton began by congratulating the committee on its continued efforts and then transitioned into a review of Resolution 1697, which formally established the St. Paul's Advisory Committee (SPAC) in 2017. He emphasized the importance of revisiting the resolution to reaffirm SPAC's mission and organizational structure. Councilmember Clanton highlighted key sections of the resolution, noting that Section 1 designates SPAC as the official advisory body for the St. Paul's redevelopment initiative. He further explained that Sections 2, 3, and 11 detail SPAC's responsibilities, including oversight of program implementation and collaboration with the City Manager and NRHA. The resolution also defines the geographic scope of the initiative, encompassing Calvert Square, Young Terrace, and adjacent areas extending to the railroad tracks.
- Councilmember Clanton emphasized that SPAC remains the official voice of the community in redevelopment efforts unless formally amended by City Council. He encouraged members to consider expanding the committee's reach by identifying and including additional stakeholders who can contribute to SPAC's mission.
- Councilman Paige reviewed a list of current representatives and their roles, including community leaders, faith-based organizations, tenant management council members, Norfolk Public Schools, and the Food Bank of Southeastern Virginia.
- Ms. Love inquired about the process of submitting recommendations for future meetings. Councilman Clanton responded that all recommendations should be sent to Ms. Hamm Lee for inclusion in upcoming agendas.
- The discussion concluded with a reminder to continue strategic thinking about SPAC's representation and engagement.

### III. People First Update

6:06

#### ○ People First USI - Ms. Nicole Brown and Ms. Tyronda Minter

- Ms. Hamm Lee introduced Ms. Brown, who began by thanking the committee and highlighting People First's work over six years, supporting 597 households. She proceeded with her update on the Key Service Pillars of Health, Housing Stability, Education, and Economic Mobility.
- In the area of Housing stability, Ms. Brown informed the committee that 84% of families are in good landlord standing, 89% stably housed, 70 families returned to Kindred, with 109 mobility sessions and 101 mediations conducted.
- In the area of Homeownership success, Ms. Brown celebrated the homeownership program's success, with four families becoming homeowners since July 1, 2024. She emphasized that People First helps residents achieve housing stability by connecting them to resources such as financial coaching. Emergency rent assistance, landlord-tenant dispute resolution, and connections to childcare and legal aid services are also provided.
- In the area of Health and Wellness, Ms. Brown informed the committee that 89% with primary care, 96% insured, 91% receiving chronic care management, 100% of children are insured.

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- Rev. Currans inquired about potential anxiety among families regarding housing affordability. Ms. Brown acknowledged the concern, stating that while the future direction is uncertain, People First is actively engaging residents to understand their anxieties and is working on national strategies to address these issues.
- Councilperson Clanton inquired whether USI is collaborating with Dr. Green. Ms. Lundy recommended connecting USI with Dr. Green.
- In the area of Economic Mobility, Ms. Brown presented data from Slide 10, showing an increase in average annual income from \$11,000 in 2019 to \$29,173 in Year 6. She acknowledged that while this is not a living wage, it represents progress. She reported that 75% of adult residents aged 18–64 are employed, with 24% working part-time and 76% full-time. There are 107 unemployed residents, and workforce specialists are making targeted efforts to support them.
- Rev. Currans requested data on average salaries for part-time and full-time workers for future meetings. USI agreed to provide this information.
- Ms. Brown transitioned the presentation to Ms. Minter, who greeted the committee and emphasized that lasting transformation requires sustained collaboration among all stakeholders. She reported a notable increase in early learning enrollment, rising from 12% in 2019 to 78.9% as of October 1. Ms. Minter highlighted that USI supports students by addressing their individual needs through report card reviews, attendance tracking, and academic performance monitoring, all conducted with parental consent.
- Data from school districts show annual improvements in kindergarten readiness using VKR assessments, sometimes exceeding MPS targets. The graduation rate reached 90% in Year 6, with every graduate receiving a laptop and lifetime access to Microsoft Office. College-bound students received \$2,500 scholarships.
- Support is also provided to students who did not graduate, helping them pursue GEDs.
- Ms. Minter also highlighted the importance of developmental screenings for children to ensure a healthy start.
- Councilperson Clanton expressed interest in identifying strategies to increase early childhood enrollment and enhance youth participation in Norfolk Public Schools' after-school programs. In response, Ms. Minter acknowledged that these efforts are part of a long-term initiative, supported through partnerships and 2Gen (two-generation) approaches that focus on supporting both children and their families. She affirmed that USI would provide a report on these strategies at the designated time.
- Ms. Brown shared stories of residents, including Ms. Yualanda Regester, who fulfilled her dream of taking her children on a family cruise to Jamaica with support from People First and Weiss Financial Consulting. She received free financial coaching and created a personalized savings plan.
- Ms. Elsie Mayo was recognized for her appointment to the Norfolk Redevelopment and Housing Authority Board of Commissioners in September 2024. Ms. Brown also acknowledged Pastor Savage for his partnership and contributions to the community.

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- Ms. Brown informed the committee about significant changes introduced by the Big Beautiful Bill, specifically the expansion of work requirements for housing authority programs and SNAP benefits. The eligible age range for these requirements has shifted from individuals aged 55 and older to those aged 18 to 64. This change has raised concerns, particularly for older residents who may not be physically able to meet the new work expectations.
- To address these concerns, USI is actively working with the City of Norfolk to develop volunteer opportunities tailored for older residents. These opportunities aim to provide seniors with alternative ways to meet the new requirements without jeopardizing their benefits, ensuring they feel supported and not fearful of losing essential services.
- Ms. Brown shared that USI's national policy team is taking proactive steps to understand and respond to the legislative changes. A virtual town hall is being organized to engage stakeholders and provide clarity on the bill's implications across various sites. Additionally, two seminars have been scheduled to address food insecurity and explain the legislative updates in more detail. Ms. Brown offered to share information about these webinars with any interested committee members or stakeholders.
- USI is also collaborating with national partners to reinforce food supply chains and broaden support for communities affected by these changes. This effort is part of a larger strategy to ensure food security and access to resources across USI's service footprint.
- In response to a temporary lapse in SNAP funding, USI quickly mobilized to support affected families. The organization began by identifying households receiving SNAP benefits and conducting thorough assessments to understand their transportation limitations and both immediate and long-term needs. Staff carried out home visits to deliver food directly and connect families with nearby distribution sites. Emergency contact information was provided to ensure families had access to responsive support when needed. Weekly follow-ups were initiated to reassess needs and provide emotional and mental health support. USI also expanded its partnerships with organizations offering food, gift cards, and emergency resources, maintained on-site supplies of essential items for rapid distribution, and arranged transportation services to and from food distribution centers.

#### IV. Development Update

7:00

- *Kindred Development and Economic Inclusion Update*
  - *Sarah Jones-Anderson, Brinshore*
- Ms. Hamm Lee introduced Ms. Sarah Jones-Anderson to provide a development update on Kindred and economic inclusion.
- Ms. Jones-Anderson reported progress on Blocks 17 and 18, noting that leasing has started on Block 17 and that Block 18 is approaching TCO issuance.
- City Councilperson Clanton noted the color changes on the side of the buildings.
- Ms. Jones-Anderson reported that Blocks 9, 10, 16, TWG Phase A, closed at the end of last year. This phase features low-density housing, including elevator buildings and townhomes with front

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and back entrances for larger families. She noted the transition to Phase B, which will consist entirely of townhomes and walk-ups, creating a gradual shift from higher to lower density housing as the development approaches the Blue Greenway.

- Ms. Jones-Anderson also included an economic inclusion report on M/WBE participation for Unity Place (Blocks 17 and 18) and Kinship at Kindred (TWG A: Blocks 9, 10, and 16). She noted that for Blocks 17 and 18, the project is fully bought out, and 38.42% of the subcontract amount was awarded to M/WBE contractors, which exceeded the goal of 25.30%. The economic inclusion report for TWG A shows that 30.98% of the subcontract amount was awarded to M/WBE firms, which also exceeds the economic inclusion goal of 25.30%. Ms. Jones-Anderson further noted that the project is not fully bought out, so additional subcontracts will be awarded to M/WBE firms.
- Councilman Clanton asked about how the coming along with retail. Ms. Jones-Anderson noted that Brinshore is reviewing LOIs and planning tenant improvements. Councilman Clanton requested a formal retail update for the January SPAC meeting; Ms. Jones-Anderson agreed to coordinate.
- Ms. Hamm Lee then introduced Mr. Earl Fraley, Mr. Bobvala Tengen, and Mr. Steve Morales for the NRHA Redevelopment Update.
  - NRHA Redevelopment Update – Calvert Square and Young Terrace
    - Earl Fraley, NRHA Chair of Board
    - Bobvala Tengen, Gilbane Development
    - Steve Morales, NRHA
- Mr. Earl Fraley opened the meeting by greeting the Committee and introducing himself as the newly appointed Chair of the Norfolk Redevelopment and Housing Authority (NRHA) Board of Commissioners. He shared that this moment was personally meaningful, describing it as a “full circle” experience given his background as a Norfolk native and former Planning Commission member. He reflected on his upbringing in public housing communities and the strong, lifelong relationships he built there.
- Mr. Fraley addressed the recent leadership change, noting that Mr. Simms had been relieved of his duties. He explained that the decision was made in response to evolving circumstances, including a shift in the relationship between the NRHA and the City of Norfolk, its primary stakeholder. The Board determined that a change in leadership was necessary to move forward effectively.
- Ms. Demetria Johnson has been appointed as Acting Director and is being considered for a longer-term interim role. Mr. Fraley emphasized the importance of identifying a leader who can serve as a strong liaison between NRHA and the City, helping to rebuild and strengthen that relationship while ensuring continued progress on the St. Paul's Area Transformation Project (SPAC).
- He referenced previous successful redevelopment efforts, such as Broad Creek, and noted that the scale and impact of the current initiative are unprecedented. Drawing from his experience on the Planning Commission and familiarity with national programs, Mr. Fraley stressed the importance of breaking up concentrated poverty to improve long-term outcomes for residents.

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- Mr. Fraley concluded by reaffirming his commitment to advancing SPAC and the transformation of St. Paul's area, including Tidewater Gardens (Kindred), Young Terrace, and Calvert Square, with urgency and determination. He emphasized, "Success is the only option, and it will be achieved." He thanked the Committee, expressed enthusiasm for continued collaboration with stakeholders, and closed by wishing everyone a happy Thanksgiving.
- Mr. Bobvala Tengen from Gilbane Development greeted the SPAC Committee and introduced Ms. Mariane Tabacchi, a new team member assisting with the project.
- Mr. Tengen introduced the Phase 1A development, a key component of the "build first" strategy, situated on the former Stanley Furnishings site near the 7-Eleven on Church Street, adjacent to Martin Luther King, Jr. Plaza. The proposed development includes 91 residential units—comprising one, two, and three-bedroom apartments—distributed across three bays, with an average unit size of approximately 759 square feet (pending confirmation). To accommodate the new design, rezoning will be required.
- Additionally, the development plan includes retail space along Church Street, designed to reflect and honor the area's historic character while fostering an active and engaging streetscape. Parking accommodation consists of approximately 58 on-site spaces and 30 off-site spaces located along Lincoln Street, though the overall ratio does not meet a 1:1 standard. The building will feature a U-shaped layout, with retail frontage along Church Street to encourage pedestrian interaction, and amenity spaces facing an internal plaza to create inviting communal areas for residents.
- Ms. Royster inquired about the Area Median Income (AMI) mix for the new building. Mr. Tengen noted that the AMI mix included 4% LIHTC Units, comprising 37 units at 60% AMI. He also noted that the 9% LIHTC Units included 10 units at 40% AMI, 20 units at 50% AMI, 12 units at 60% AMI, and 16 units at 80% AMI. Ms. Royster requested that Mr. Tengen email the AMI breakdown, and he agreed to do so.
- Councilperson Clanton emphasized the importance of preserving the existing community, highlighting that one of the key achievements of the Tidewater Gardens transformation was the commitment to ensuring that residents who wished to return were given the opportunity to do so. He inquired whether similar efforts would be undertaken for this development to support resident return and continuity.
- Mr. Morales explained that the Right to Return preference policy is being finalized, with the intention of replicating the Choice Neighborhoods Initiative (CNI) approach. Most families from Young Terrace and Calvert Square are expected to qualify for the new building, as units at 80% AMI remain eligible for public housing. Survey data suggests about half of families express interest in returning, and NRHA is collecting further input to ensure opportunities for those who wish to return.
- Mr. Morales also noted that prior survey work during the CNI project revealed that only about 50% or fewer families expressed interest in returning, and current survey responses suggest a similar trend. He stated that NRHA is actively collecting data from residents of Calvert Square and Young Terrace to ensure appropriate income ranges and to provide opportunities for families to return.

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- Ms. Lundy raised a question regarding whether an individual earning \$29,000 would likely qualify for a housing voucher, expressing concern about ensuring that residents who wish to return are able to do so. In response, Mr. Morales explained that eligibility for return is contingent upon voucher availability and the presence of project-based units. He emphasized that vouchers are limited and not guaranteed for all residents. Reflecting on the Tidewater Gardens demolition, he noted that vouchers were successfully secured for families, which facilitated both relocation support and the integration of project-based vouchers within the community. Mr. Morales further explained that demolition is one of the few mechanisms through which new vouchers can be introduced into a community. Councilperson Paige raised concerns about potential rent increases over time, emphasizing the need to establish clear guidelines on pricing adjustments to prevent residents from being priced out of the community.
- Ms. Hamm Lee suggested organizing a dedicated two-hour SPAC meeting focused solely on NRHA-related topics, similar to the approach taken during the Kindred project. She emphasized the need for ample time to address complex questions thoroughly. Councilperson Paige agreed to coordinate with the chairs to develop an agenda for such a meeting.
- Mr. Tengen resumed the presentation, showcasing site plan slides. He described amenities facing the plaza and retail spaces facing Church Street. The building design includes a U-shaped structure with terraces on the south and north sides, incorporating vegetation for stormwater management and resident gathering spaces.
- Subsequent slides illustrated the building's elevations from the north, east, south, and west, confirming the Church Street orientation.
- Mr. Tengen transitioned the presentation to Mr. Morales, who provided a comprehensive overview of the upcoming steps in the redevelopment project.
- Mr. Morales emphasized the importance of engaging in the City of Norfolk to place the project on the City Council's informal agenda. This step is critical to facilitate a formal presentation and initiate dialogue with city leadership.
- Mr. Morales provided a comprehensive update on the master planning process, emphasizing ongoing refinements to street layout, density (both residential and commercial), stormwater management, and spatial configurations. He noted that the 'first build' phase is targeted for March 2026 for LIHTC application submission. Preparations for the Section 18 Demolition and Disposition Application are also underway, a process essential for securing new housing vouchers and typically requiring 6–12 months. The next steps include finalizing infrastructure details, promoting early construction, coordinating with City Council for a formal presentation and feedback, and advancing approval processes.
- Mr. Morales reiterated the significance of the 'first build' phase, which aims to jumpstart the redevelopment effort. The team is targeting March 2026 to submit a Low-Income Housing Tax Credit (LIHTC) application to Virginia Housing.
- In addition, preparations are underway for a Section 18 Demolition and Disposition Application. Mr. Morales explained that this process is essential for securing new housing vouchers and typically requires 6 to 12 months to complete.



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#### **V. St. Paul's Transformation Research Project**

**7:15**

▪ Sara Olson, ODU

- Ms. Olson introduced a survey focused on collaboration within interdisciplinary projects, specifically related to the St. Paul's project. She encouraged participants to complete the survey to share feedback on successful practices and areas for improvement. Individuals involved in the project between 2018 and 2024 were invited to participate.
- Ms. Olson underscored the importance of understanding the collaboration process to help inform and enhance future projects.

Ms. Hamm Lee noted that the survey would be distributed via email to relevant participants.

#### **VI. SPAC Open Discussion**

**7:20**

- Dr. Perry announced that the Year 6 People First Impact Report received the Graphic Report Project of the Year award. She emphasized the significance of the report's contents. Additionally, the Kindred Project earned the Special Project Award from the Hampton Roads Housing Consortium.
- Ms. Hamm Lee emphasized continued member engagement for the upcoming Calvert Square and Young Terrace projects and encouraged members to stay energized and focused.
- Councilman Paige reported that Crown Point, established in 1968 as active-duty military housing, is one of the quietest townhome communities around and often goes unnoticed by the public. The community is undergoing a transition.
- During Legislative Day at Ingleside Elementary, where Crown Point contributes 60% of the student population, the principal noted the school is performing well but faces challenges.
- Councilman Paige worked with Dr. Perry to monitor these issues.
- Dr. Perry reported that eight families from Crown Point are currently enrolled in the People First Program, and eight others are not yet enrolled. She is reaching out to the non-enrolled families to inform them of available services.
- Councilman Paige emphasized SPAC's proactive approach, in which challenges are addressed, solutions are implemented, and community outcomes are strengthened. Members were encouraged to leverage relationships to support transitions, noting SPAC's work serves as a model for other areas.
- Councilman Paige concluded by wishing everyone a tremendous Thanksgiving.

#### **VII. Adjournment**

**7:30**

- Ms. Hamm Lee thanked members and stressed the importance of continued collaboration.
- The meeting adjourned at 7:30 p.m.

**VIII. Action Items**

- USI to follow up with Dr. Green at the Health Department regarding healthcare coverage concerns.
- USI to provide wage-comparison data for part-time and full-time residents.
- Brinshore to prepare a formal retail update for the January SPAC meeting.
- NRHA/Gilbane to provide data on the percentage of public housing residents eligible for new units by income band.
- Ms. Hamm Lee, in collaboration with the SPAC Co-Chairs and with support from DHCD, will coordinate the scheduling of a dedicated two-hour SPAC meeting focused on NRHA redevelopment topics.



# **St. Paul's Advisory Committee Meeting**

**Location: Foodbank of Southeastern Virginia and the Eastern Shore**  
**November 25, 2025**

# Agenda

## **Welcome | 6:00**

*Barbara Hamm Lee, SPAC Liaison  
Councilpersons John Paige and Carlos Clanton*

## **SPAC Role/Responsibility | 6:05**

*Councilpersons John Paige and Carlos Clanton  
SPAC Committee*

## **People First Update | 6:25**

*Nicole Brown, People First <sup>USI</sup>*

## **Kindred Development and Economic Inclusion Update | 6:50**

*Sarah Jones-Anderson, Brinshore*

## **NRHA Redevelopment Update – Calvert Square and Young Terrace | 7:00**

*NRHA Board of Commissioner Introduction -- Earl Fraley, NRHA Chair  
of Board  
Build First Approach Implementation -- Bobvala Tengen, Gilbane  
Development  
Next Steps -- Steve Morales, NRHA*

## **St. Paul's Transformation Research Project | 7:15**

*Sara Olson, ODU*

## **SPAC Open Discussion | 7:20**

*Crown Point -- Councilman John Paige  
End of Year Comments -- Co-Chairs*

## **Adjournment | 7:30**

*Barbara Hamm Lee, SPAC Liaison*

# SPAC Role/Responsibility

*Councilpersons Paige and Clanton  
SPAC Committee*



# People First <sup>USI</sup> Update

- *People First Year 6 Impact Report*

*Nicole Brown, People First <sup>USI</sup>*



# TIDEWATER GARDENS IMPACT REPORT YEAR 6





# THE PEOPLE FIRST<sup>USI</sup> PROCESS

- Helps Tidewater Gardens households stay stable in their housing of choice
- Provides case management services: housing applications, rental subsidies, and connections to supportive services (childcare, healthcare, legal aid)
- Assists residents in understanding tenant rights and responsibilities, resolving landlord disputes, and preventing eviction
- Supports long-term housing stability through financial coaching, emergency rent assistance, and access to affordable housing
- Empowers families to maintain stable homes and live with dignity and independence



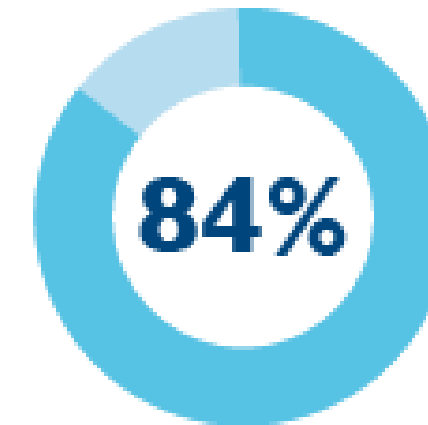
People First<sup>USI</sup> Norfolk Team



# HOUSING STABILITY



## Tenant Good Standing



**479 of 577**  
families remained in good standing with property managers

**90% of Residents Feel Safe**



**543 of 603**  
adult participants have reported feeling safe in their home

## Family Residential Stability



**514 of 577**  
families remained at the same address



**70 Families**  
have re-occupied homes in the first phase of the Kindred community

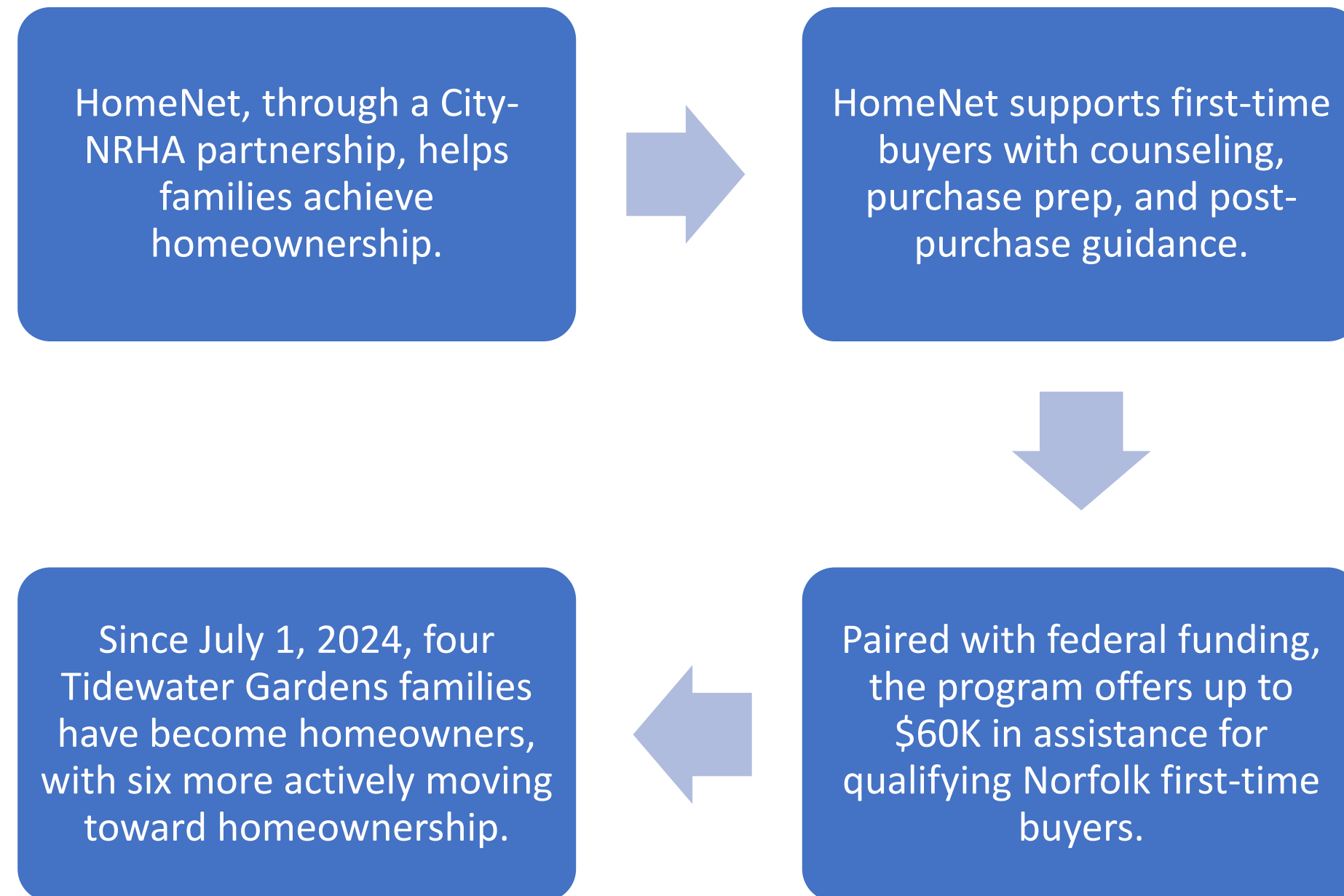


**109 Mobility Sessions**  
to facilitate successful moves for residents, with 106 individual and 3 group sessions



**101 Mediations**  
completed to support lease compliance and prevent housing displacement

# HOUSING STABILITY



*HomeNet participant celebrates new home with support team.*

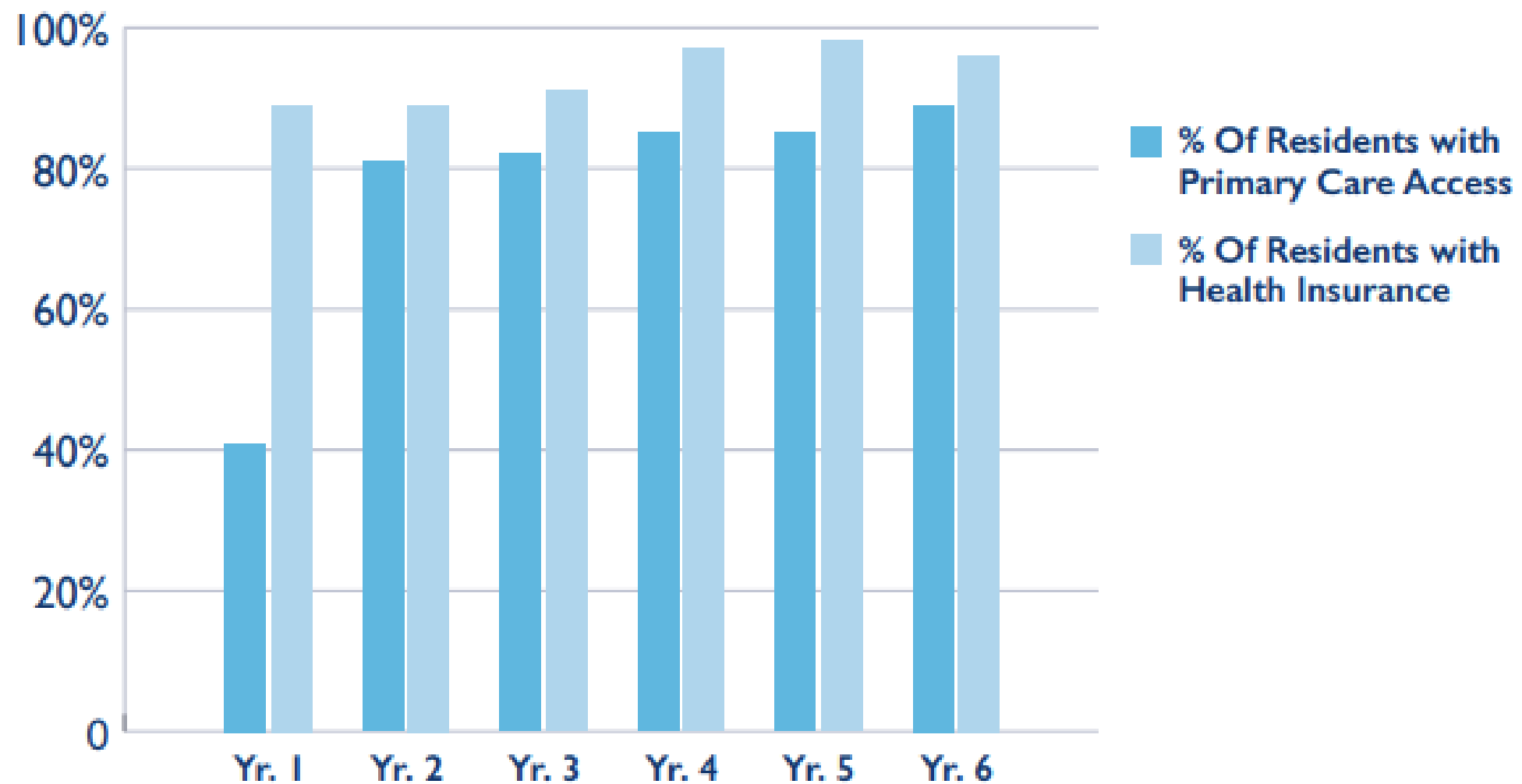
***“This isn’t about handing over the keys...It’s about helping people gain independence, financial security, and long-term stability.”***

Jacquelyne Wiggins, Bureau Manager,  
City of Norfolk, Dept. of Housing & Community Development

# HEALTH & WELLNESS

People First provides a pathway to health and wellness by connecting residents to medical care, mental health counseling, and substance abuse treatment.

## Health and Wellness Progress



## Health Access is Strengthening Community Resilience



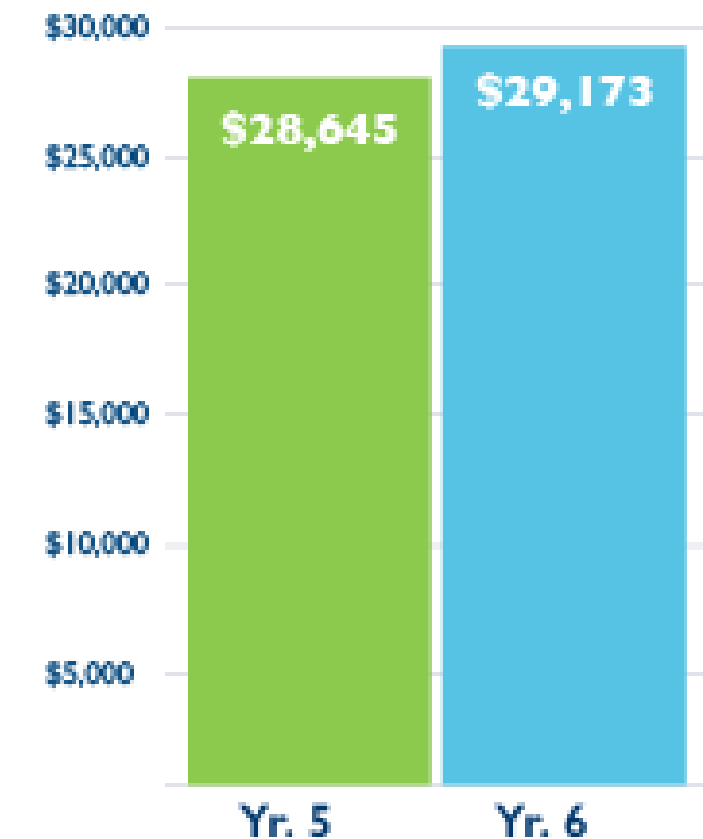
# ECONOMIC MOBILITY

People First connects residents to career and financial resources through local partnerships.

Household income has increased every year since the program began.

*“In Year Six, 133 residents gained jobs, 116 employment service connections were made, and the employment rate reached its highest level in six years.”*

## Annual Income



**\$29,173/Year**

is the average income, which rose by almost \$1,000 from the previous year



**133+ Jobs**

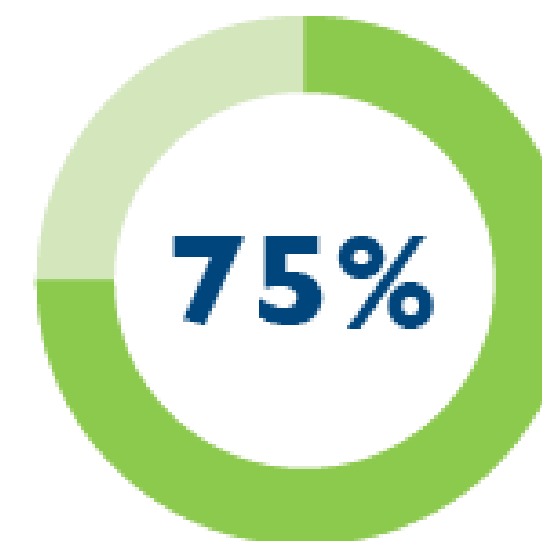
were gained between  
July 1, 2024 - June 30, 2025



**116 Connections**

with employment services  
supported residents' job goals

## Employed Adults



**320 of 427**

adult residents aged 18-64 who  
hold a job and earn income

## Of Those Employed



**24% Part Time**

77 adults in the community  
work under 30 hrs/week

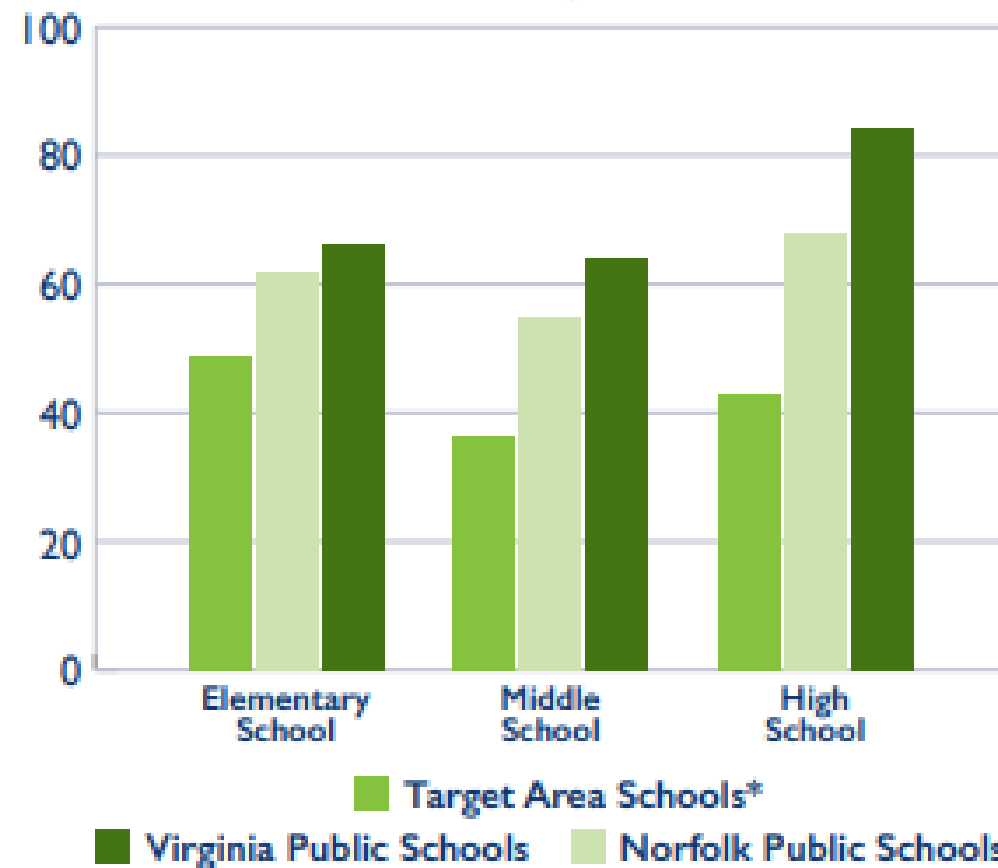
**76% Full Time**

243 adults in the community  
work 30 hrs/week or more



# EDUCATION

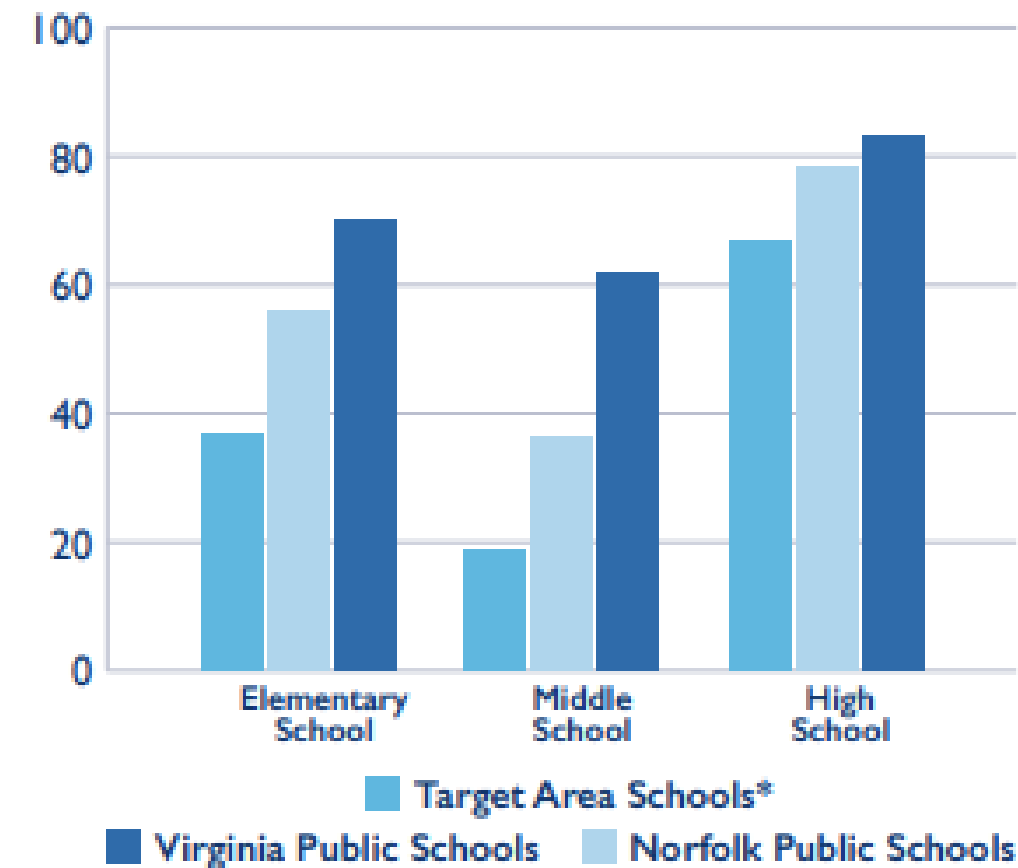
2024 Reading Proficiency



Average reading proficiency recorded in the 2023 – 2024 school year, measured by the percentage of youth who were at or above their grade-appropriate benchmark.

*\*Under the U.S. Department of Housing and Urban Development's (HUD) Choice Neighborhoods Initiative (CNI), the term "target schools" refers to schools within a specific, distressed neighborhood that is the focus of a comprehensive revitalization plan.*

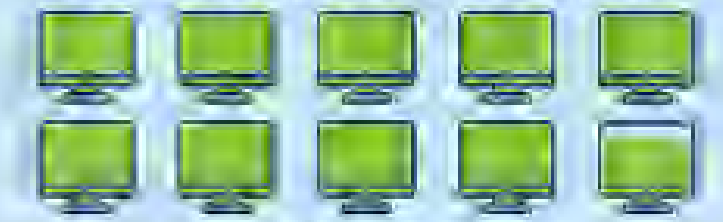
2024 Math Proficiency



Average math proficiency recorded in the 2023 – 2024 school year, measured by the percentage of youth who were at or above their grade-appropriate benchmark.

People First is helping families create a stronger foundation for learning by fostering confidence and connecting students with the tools for long-lasting educational success.

98% Internet Access



559 of 570

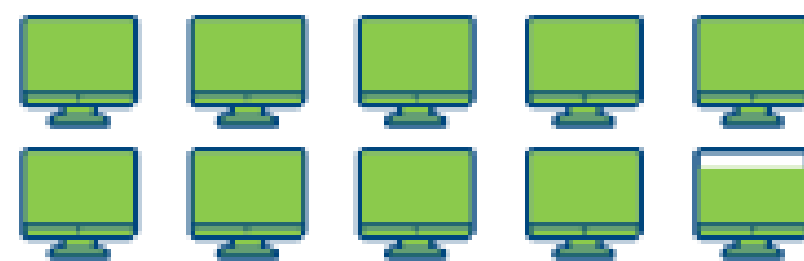
245 Youth



366 Uniforms



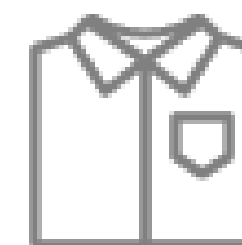
98% Internet Access



559 of 570

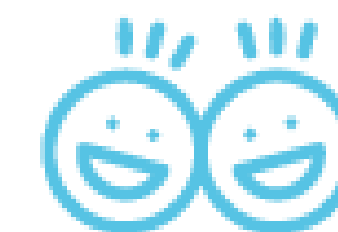
children have access to a computer with internet for their schoolwork.

366 Uniforms



provided to 183 children to help them start the school year with confidence

245 Youth



participating in positive development programs in school

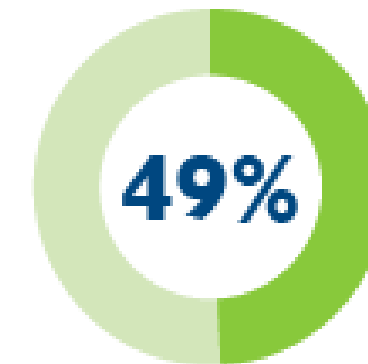
PEOPLE FIRST

Empowered by USI



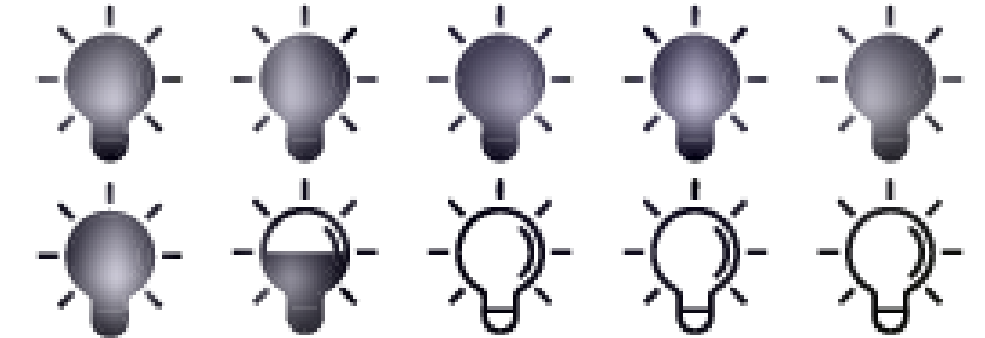
*Year 6 marked a major milestone for the People First program – the largest high school graduating class since the program began!*

## Youth Program Involvement



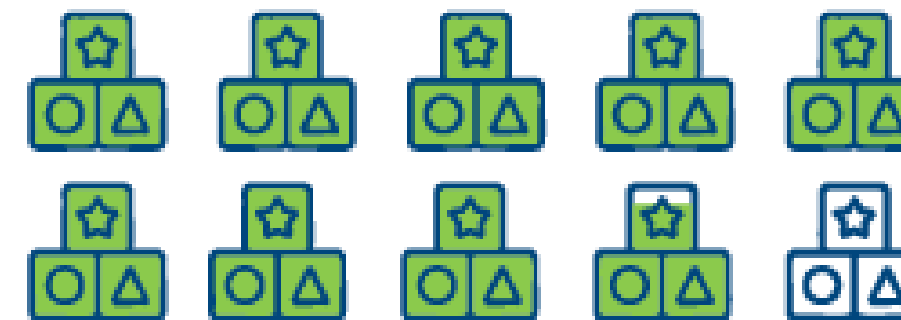
**278 of 567**  
in-school youth participated  
in enrichment programs

## 66% Early Learning Enrollment



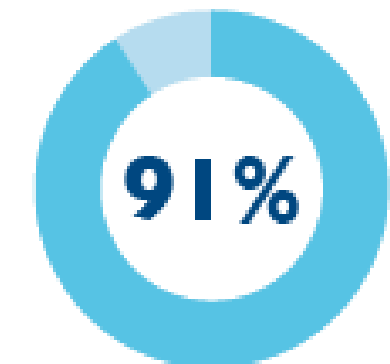
**44 of 67**  
children ages 0–4 are enrolled in  
formal early learning programs

## Developmental Screening



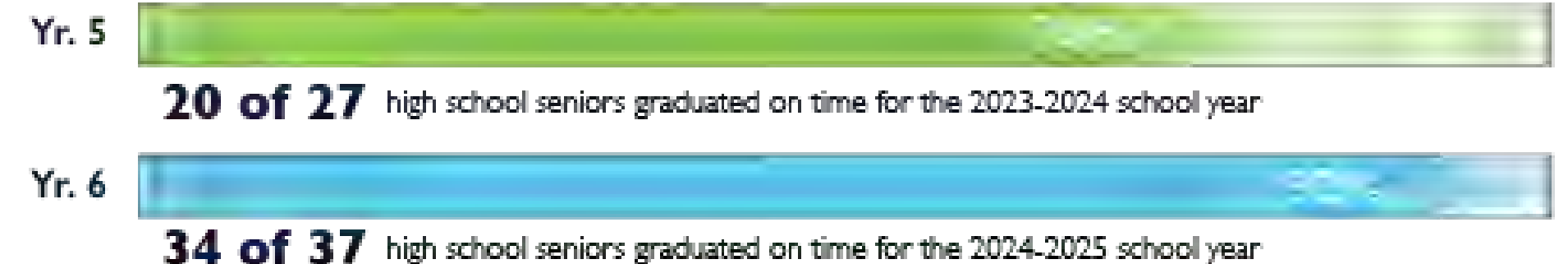
**88%** of preschool age children are screened  
for age-appropriate development

## Parental Support Acknowledgement



**402 of 442**  
parents agreed they have  
support with child-rearing

## On-Time High School Graduation





# COMMUNITY CHAMPIONS

A dedicated team of community partners and champions is working behind the scenes to help former Tidewater Gardens residents thrive.

Whether in nonprofit and faith-based organizations or through individual leadership, many dedicate their time, paid or unpaid, to serve as the backbone of the People First program.







## Yualanda Regester

For years, Ms. Regester dreamed of taking her children on a family cruise to Jamaica—a goal that once felt out of reach. With support from People First and Weiss Financial Consulting, she accessed free financial coaching and created a personalized savings plan.

Yualanda stuck to her monthly budget, trimmed non-essential expenses, and consistently tracked her progress—ultimately reaching her goal!

*“It was a sight to see my children board a plane and a ship for the first time.”*

## People First Program Participant

When a single mother of three fell behind on rent, the situation could have spiraled into eviction. Instead, coordinated support from People First, created a turning point.

Through mediation, she established a manageable payment plan, reduced her debt from \$6,000 to \$250 and stabilized her housing.

With stability came opportunity: she earned a Medical Office Assistant certification and is now pursuing a Billing & Coding credential, building skills for long-term employment in the healthcare field.

*“With stability came opportunity.”*



## Elsie Mayo

Appointed to the Norfolk Redevelopment and Housing Authority Board of Commissioners in September 2024, Ms. Mayo brings more than professional experience to the role—she brings lived experience. Her personal journey fuels a deep commitment to supporting individuals and families navigating challenging circumstances.

With guidance from her family support specialist, Ms. Mayo arrives prepared for each meeting, tablet in hand and transportation arranged in advance—ready to lead and advocate with purpose.



# Upcoming Changes Due To “Big Beautiful Bill”

- *H.R.1 Guidance – Federal*
- *H.R.1 Guidance – Virginia*
- *USI Response – National and Local*

*Nicole Brown, People First <sup>USI</sup>*

## H.R.1 Guidance - Federal

# UPCOMING CHANGES DUE TO "BIG BEAUTIFUL BILL"

Below is a summary of the new federally mandated changes to SNAP and Medicaid requirements. **ALL** states are required to implement new requirements. See state specific pages for more information.



### New Work Requirements

#### **SNAP:** (as of 11/3/2025)

**Change:** Adds work requirements to most adults  
Must work, train, volunteer and/or be an education program at least 80 hours/month

**Exemptions:** There are now only two exemptions: People 65 and older (previously 55+)

People with dependents ages 0-13 (previously 0-17)

**Change:** Removed exemptions for Veterans, people Experiencing Homelessness, 18-23 former foster care residents

#### **Medicaid:** (as of 12/31/26)

**New:** People ages 19-64 have new requirements.  
Must work or do community service for 80

hours/month **Exemptions:** Disabled veterans; Pregnant individuals; People with dependents ages 0-13 (Medicaid did not previously have work requirements)



### Administrative Changes

#### **SNAP:** (as of 11/3/2025)

**Change:** Monthly payments will go down for most people

**Change:** Unemployed limited to 3 months of SNAP every 3 years

**Change:** Everyone should expect processing delays to get worse

#### **Medicaid:**

**New:** Requires all individuals to pay a portion (10/1/28)

**Change:** Recertification now required every six months (12/31/26) 30+ days of unemployment will end coverage



### Eligibility Changes

#### **SNAP and Medicaid:** (as of 10/1/25)

**Change:** Lawful immigrants will lose benefits and coverage.

Refugees, asylum seekers, VAWA and trafficking survivors no longer qualify

Green card holders of less than five years do not qualify. Foreign nationals do not qualify, but their income will be counted against household

# H.R.1 Guidance - Virginia

## UPCOMING CHANGES DUE TO “BIG BEAUTIFUL BILL”

Important updates for SNAP and Medicaid recipients.

Effective Nov. 3, 2025, Supplemental Nutrition Assistance Program (SNAP) recipients are subject to new federal work requirements. This impacts everyone, even those who were previously under a waiver. Please contact your local SNAP office on for more details on the new requirements.

### SNAP

#### Updated Work Requirements

##### Old State Requirements

- 18-52-year-olds must:
  - Work or volunteer 80+ hours/month, or
  - Participate in SNAP Employment & Training Program

##### New Minimum Federal Requirements

- Expands work, volunteer, or training requirement age to 18-**64**
- Removes most exemptions from work requirements.
- Unemployed people qualify for 3 months of SNAP every 3 years

##### Exemptions

- 53+ year-old individuals
- Homeless individuals
- Dependents under 17 years old
- Former foster care youth (18-24)
- Physically or mentally disabled
- Pregnant
- Veterans

##### Updated Exemptions

- 66+ year-old individuals
- Dependents under **14** years old
- Physically or mentally disabled
- Pregnant
- Veterans
- **American Indian & Alaska Natives**

#### Administrative Changes:

**New Calculation:** Monthly payments will go down for most Unemployed limited to 3 months of SNAP every 3 years New paperwork requirements will create processing delays

[Link to State SNAP Information](#)

### Medicaid

#### New Work Requirements (12/31/2026)

- 19-64-year-olds must now work or do community service for 80+ hours/month
- 30+ days of unemployment will end coverage

##### Exemptions

- Disabled individuals
- Pregnant individuals
- People with dependents ages 0-13

#### Administrative Changes:

- Recertification required every six months (12/31/26) (American Indian & Alaskan Natives exempt)
- All individuals to pay a portion of medical costs (10/1/28)

#### SNAP & Medicaid Eligibility Changes

- Non-US Citizens and Green Card Holders of less than 5 years: Refugees, asylum seekers, VAWA and trafficking survivors no longer qualify for benefits as of 11/1/25
- Income will still count for household

[Link to State Medicaid Information](#)

# USI Response: National and Local

In moments like this, when uncertainty meets urgency, Urban Strategies, Inc. (USI) stands firm in our purpose: ensuring that all children and families are stable and thriving. Our work has always been rooted in humanity, dignity, and collective action, and now, more than ever, we are called to that purpose again.

## Nationally

1. Hosting a virtual town hall led by our National Policy Team to share updates, insights, and best practices across our collective network.
2. Collaborating with national partners to strengthen food supply chains and expand support for communities across our footprint.

## Locally

1. Identifying households receiving SNAP benefits and conducting deeper assessments to understand transportation, immediate, and long-term needs.
2. Conducting home visits to deliver food and connect families to nearby food distribution sites.
3. Ensuring families have emergency contact information for responsive support when issues arise.
4. Conducting weekly follow-ups to reassess needs and nurture mental and emotional wellness.
5. Expanding partnerships with organizations providing food, gift cards, and emergency resources.
6. Maintaining on-site supplies of essential commodities for quick distribution.
7. Providing transportation to and from food distribution sites



BRINSHORE

# Development Update

- *Unity Place – Blocks 17 and 18*
- *Kinship at Kindred – Blocks 9, 10, 16*

*Sarah Jones-Anderson, Brinshore*



# Unity Place – Blocks 17 and 18

## Block 17

- Finishing final punchlist items
- Lease-up started

## Block 18

- Temporary certificate of occupancy received
- Final MEP inspections completed
- Closing out E&S
- Architect final punchlist and G704 pending
- Traffic coating at parking to be completed by end of month





# Kinship at Kindred – Blocks 9, 10, 16

## Block 16

- Foundations and slabs completed
- First floor framing & second floor trusses in progress

## Block 9

- Building A1 foundations 90% complete
- Steel framing in progress
- Underground MEP rough-in 35% complete
- Building D1 & D2 foundations 25% complete

## Block 10

- Underground site utilities 90% complete
- Buildings B1 & C1 foundations in progress







BRINSHORE

# Economic Inclusion Efforts

- *Unity Place – Block 17 and 18*
- *Kinship at Kindred – Blocks 9, 10, 16*

*Sarah Jones-Anderson, Brinshore*



# Progress Toward Goals – Blocks 17 and 18

Project nearing completion

General Contractor: Breeden



Subcontractor	SWAM Certification #	Scope	Total subcontract amount: MBE (12.00%)	Total subcontract amount: WBE (13.30%)	Total subcontract amount: Combined (25.30%)
New Media Systems	5606	Aerial	\$2,121.50		
Colonial Construction Materials	663589	Silt Fencing		\$30,543.90	
Jaswal Corp	726701	Electrical	\$4,369,474.01		
Trinity Construction Services	653456	Site Work	\$3,450,257.26		
84 Lumber	686367	Lumber		\$1,011,604.67	
Brick Solution Inc	662653	Masonry	\$2,889,002.93		
Venemex LLC	814061	Drywall	\$1,910,142.34		
Barrier Cable Systems Inc	719255	Barrier Cables		\$29,000.00	
Zuleta Sheet Metal Inc	831557	HVAC	\$2,448,063.54		
Staff Zone	NWBOC RCW22438	Temp Labor		\$58,523.14	
Blue Sky Contracting	827123	Painting	\$617,834.89		
Clearly Clean	829064	Final Clean		\$121,611.66	
Totals:			\$15,686,896.47	\$1,251,283.37	\$16,938,179.84
Total Contract Amount (Trades): \$44,083,314.06					
Percentage of Total Contract Amount (Trades only)			35.58%	2.84%	38.42%

# Progress Toward Goals – Blocks 9, 10, 16

Project in progress

General Contractor: Breeden



Subcontractor	SWAM Certification #	Scope	Total subcontract amount: MBE (12.00%)	Total subcontract amount: WBE (13.30%)	Total subcontract amount: Combined (25.30%)
New Media Systems	5606	Aerial Photography	\$6,050.00		
Trinity Construction Services	653456	Site Work	\$6,476,715.00		
84 Lumber	686367	Lumber		\$1,795,883.64	
84 Lumber	686367	Balcony Doors		\$264,978.82	
Brick Solution Inc	662653	Masonry	\$3,171,000.00		
Triad Mechanical	712159	HVAC		\$2,603,233.00	
Venemex LLC	814061	Drywall	\$3,017,000.00		
Venemex LLC	814061	Temp Labor	\$35,000.00		
Colonial Construction Materials	663589	Silt Fence		\$34,516.99	
RMT	674176	Site Management		\$496,856.64	
Rencon LLC	648033	Storefront		\$401,435.00	
Staff Zone	NWBOC RCW22438	Temp. Labor		\$23,662.80	
Totals:			\$12,705,765.00	\$5,620,566.89	\$18,326,331.89
Total Contract Amount (Trades): \$59,153,123.00					
Percentage of Total Contract Amount (Trades only)			21.48%	9.50%	30.98%



# NRHA Redevelopment – Calvert Square and Young Terrace

- *NRHA Board of Commissioner Introduction and Opening Comments by Moderator*

*Earl Fraley, NRHA Chair of Board*



# Calvert Square and Young Terrace

## Build First Site Update

- *Build First Approach Implementation*

*Bobvala Tengen, Gilbane  
Development*



# Recap

## Gilbane's Development Team



**Yarojin Robinson**  
Sr. Vice President  
*Gilbane Development*



**Bobvala Tengen**  
Sr. Development Manager  
*Gilbane Development*



**Nelson De Jesus Ubri**  
Development Associate  
*Gilbane Development*



**Maria Tabacchi**  
Development Associate  
*Gilbane Development*



**David Gamba**  
Principal-in-Charge  
*WRT*



**Lauren Kroll**  
Project Manager  
*WRT*



**Bob Cochran**  
Principal Director  
*VIKA*



# Proposed Project — Stanley Furnishings (Phase 1A)

**NOTE: Programming details are as proposed and subject to change**

## **Residential Program**

- Total Units: ~91
- Unit Distribution:
- 1 Bedroom: ~24 units
- 2 Bedroom: ~48 units
- 3 Bedroom: ~19 units

## **Parking**

- Proposed Onsite Parking: ~58
- Proposed Offsite Parking: ~30
  - Along Lincoln Street.
- Total Proposed Parking: ~88
- Parking Type: Surface & "Tuck-under" Parking
- Parking Study

## **Ground-Floor Program**

- Management Suite: ~2,030 SF
- Retail (Total): ~7,900 SF
- Retail 1: 2,250 SF
- Retail 2: 2,850 SF
- Retail 3: 2,805 SF
- Lobby + Resident Amenity Spaces along Church St & Brambleton frontage

## **Building Overview**

- Residential Height: 4 stories
- Ground Floor (1 Story) Uses: Retail, amenities, management suite
- 5 Total Stories
- Loading / Service Area: Accessed from East Olney Rd



# PROJECT SITE





















## DESIGN PROGRESS Church Street View





# DESIGN PROGRESS Material Palette



**Brick 1**  
Glen Gery  
Glacier Gray Western



**Brick 2**  
Glen Gery  
Casablanca



**Wood Look Cladding**  
Parklex  
Nature



**Fiber Cement Panel Siding**  
James Hardie



**Standing Seam Metal Panel**  
Pac Clad

## Precedents





# NRHA Closing Remarks

- *Closing Remarks & Next Steps*

*Steve Morales, NRHA*



# TENTATIVE MASTER PLAN SCHEDULE



- |                                       |                                    |
|---------------------------------------|------------------------------------|
| 1. SPAC Monthly Meetings              | Ongoing                            |
| 2. Continued Stakeholder Engagement   | Ongoing                            |
| 3. <b>Master Plan Refinement 2025</b> | <b>November 2025 &amp; Ongoing</b> |
| 4. Presentation to City Council       | TBD-Dec 2025 / January 2026        |
| 5. First Build Analysis               | Ongoing                            |
| 6. First Off-site LIHTC Submittal     | March 2026 (TBD)                   |
| 7. HUD Section 18 Submittal           | 2026/2027 (TBD)                    |

**Yellow – Where we are today**



# Upcoming Events & Services



YOUTH EMPOWERMENT THROUGH SPORTS PROGRAM

## TURKEY Bowl

GET READY TO HIT THE FIELD. JOIN US FOR A FUN FLAG FOOTBALL TURKEY BOWL GAME!

**SATURDAY, NOVEMBER 29**  
12:00 p.m. - 4:00 p.m.

**Grandy Village Boys & Girls Club**  
3016 Kimball Terrace, Norfolk, VA 23504

For more information, please contact Ms. Tiffani, Club Director at 757-226-0001

Qualified individuals who need communication aids, services, or other accommodations to participate in programs and activities are invited to make their needs known to the 504/ADA Coordinator, Stephanie Anders, at (757) 799-3046, TDD: (800) 545-1833. Please give NRHA at least seven days' advance notice to meet your needs.

YOUTH EMPOWERMENT THROUGH SPORTS PROGRAM

## Family BINGO

WELLNESS EDITION

Join us for the Family Bingo Wellness Edition! Enjoy an evening of laughter, connection, and wellness with your family and community!

**WEDNESDAY, DECEMBER 10**  
4:00 p.m. - 6:00 p.m.

**Calvert Square Envision Center**  
915 Bagnall Rd, Norfolk, VA 23504

For more information and volunteer opportunities, contact Tashonna Thorne, Youth Programs Manager at 757-314-1635 or TTHORNE@nrha.us

Qualified individuals who need communication aids, services, or other accommodations to participate in programs and activities are invited to make their needs known to the 504/ADA Coordinator, Stephanie Anders, at (757) 799-3046, TDD: (800) 545-1833. Please give NRHA at least seven days' advance notice to meet your needs.

YOUTH EMPOWERMENT THROUGH SPORTS PROGRAM

## WELLNESS & WEIGHT Training

JOIN US FOR A WELLNESS AND WEIGHT TRAINING SESSION DESIGNED TO HELP BUILD CONFIDENCE AND LEARN FITNESS BASICS.

**SATURDAY, DECEMBER 13**  
12:00 p.m. - 4:00 p.m.

**Grandy Village Boys & Girls Club**  
3016 Kimball Terrace, Norfolk, VA 23504

For more information, please contact Ms. Tiffani, Club Director at 757-226-0001

Qualified individuals who need communication aids, services, or other accommodations to participate in programs and activities are invited to make their needs known to the 504/ADA Coordinator, Stephanie Anders, at (757) 799-3046, TDD: (800) 545-1833. Please give NRHA at least seven days' advance notice to meet your needs.

## R.O.S.S. Program

RESIDENT OPPORTUNITIES & SELF-SUFFICIENCY

The ROSS program helps residents access services that support employment, education, financial literacy, and other essential needs.

**SCAN ME**

resident interest form

**KEY SUPPORT AREAS**

- Employment & Career Services
- Education Support
- Tech/Digital Services
- Financial Literacy

**SIGN-UP NOW!**

Call Us: 757-624-8608 | Email Us: Community@nrha.us | Interest Form: <https://forms.cloud.microsortlpy12w2W55X>

NRHA FAMILY SELF-SUFFICIENCY PROGRAM PRESENTS

## FINANCIAL COUNSELING: TAKING STEPS TOWARDS STABILITY

<b>30 SEP</b>	<b>UNDERSTANDING CREDIT</b> Virtual @ 2 PM Please use the QR code to the right for more info.	<b>17 FEB</b>	<b>FINANCIAL &amp; SCAM AWARENESS</b> Virtual @ 11 AM Diggs Town @ 5 PM
<b>1 OCT</b>	<b>ECONOMIC OPPORTUNITIES</b> Virtual @ 2 PM Calvert Square	<b>17 MAR</b>	<b>ENTREPRENEURSHIP</b> Virtual @ 11 AM Oakrest (In-person) @ 5 PM
<b>18 NOV</b>	<b>FINANCIAL THERAPY</b> Virtual @ 11 AM Grandy Village @ 5 PM	<b>21 APR</b>	<b>RETIREMENT &amp; INSURANCE</b> Virtual @ 11 AM 555 E Main St - 16th floor boardroom @ 5 PM
<b>16 DEC</b>	<b>UNDERSTANDING TAXES</b> Virtual @ 11 AM Calvert Square @ 5 PM	<b>30 MAY</b>	<b>HOMEOWNERSHIP</b> 555 E Main St - 16th floor boardroom @ 10 AM
<b>20 JAN</b>	<b>BUDGETING &amp; SAVING</b> Virtual @ 11 AM Young Terrace @ 5 PM		

Contact Shy'la Whitely at 757-314-2046 or [shwhitely@nrha.us](mailto:shwhitely@nrha.us) for more information!

Qualified individuals who need communication aids, services, or other accommodations to participate in programs and activities are invited to make their needs known to the 504/ADA Coordinator, Stephanie Anders, at (757) 799-3046. Please give NRHA at least seven days' advance notice to meet your needs.

Norfolk Redevelopment & Housing Authority Presents

## YOUTH EMPOWERMENT through Sports Program

Starting Nov 6

**EVERY THURSDAY:**  
4:00 PM - 6:00 PM

For more information, please contact coach Shayy Nowel at (804) 847-6640

**Calvert Square Envision Center**  
975 Bagnall Rd, Norfolk, VA 23504

**WE ARE CURRENTLY RECRUITING FOR**

- Majorettes
- Dancers

**JOIN THE BEAT!**  
Unleash Your Passion For Dancing  
"BEYOND OF THE WAVE"

Qualified individuals who need communication aids, services or other accommodations to participate in programs and activities are invited to make your needs known to the 504/ADA Coordinator, Stephanie Anders at (757) 799-3046, TDD: (800) 545-1833. Please give NRHA at least seven days' advance notice to meet your needs.

## YOUR FEET ARE TALKING - ARE YOU LISTENING?

NOV 10 12-2 PM Franklin Arms Senior Apartments

**JOIN US FOR A LUNCH AND LEARN ON PERIPHERAL ARTERY DISEASE**

Peripheral Artery Disease (PAD) occurs when plaque buildup blocks blood flow in your arteries, just like the buildup that causes heart attack and stroke.

**OUR SCREENING EVENT IS YOUR CHANCE TO SEE IF YOU'RE AT SERIOUS RISK OF P.A.D.**

- Participate in a Quantaflo P.A.D.
- Screening to see if you're at risk
- Learn about prevention & treatment
- Ask questions & enjoy refreshments

Join us - early detection is key!

Presented with our partner Norfolk Redevelopment and Housing Authority, Ross Program

(888) NAT-VASC [www.nationalvasc.com](http://www.nationalvasc.com)

**GOLDEN HARVEST MOBILE MARKET**  
FRESH. FREE. FOR SENIORS

The Golden Harvest Mobile Market delivers fresh fruits, vegetables, and pantry staples directly to local senior communities—at no cost. Our goal is to ensure older adults have easy access to nutritious foods that support healthy aging and well-being.

**DECEMBER DISTRIBUTIONS DATES AND LOCATIONS**  
ALL DISTRIBUTIONS TIMES 10:30 AM - NOON

Monday, December 8th	Franklin Arms Apartments
Monday, December 15th	Sykes Apartments
Tuesday, December 23rd	Cottage Bridge Apartments

**FRESH. FREE. FOR SENIORS**

Foodbank of Southeastern Virginia and The Eastern Shore | Humana

## UNITED WAY OF SOUTH HAMPTON ROADS PRESENTS: NAVIGATING A MENTAL HEALTH CRISIS

A FREE WORKSHOP IN PARTNERSHIP WITH THE NORFOLK POLICE DEPARTMENT

Join us for an important and educational evening focused on understanding when and how to call 911 during a mental health crisis.

This is a free community workshop designed for families, caregivers, mental health professionals, and community members to learn how to better navigate a mental health emergency or crisis. Through this workshop, you will gain the tools that will help reduce harm, provide support, and ensure the safest possible outcomes for individuals in crisis.

We will be joined by Special Guest Speaker, **Sergeant Michael Fayton**, Crisis Intervention Team (CIT) Member for the Norfolk Police Department.

**SGT. FAYTON WILL PROVIDE EXPERT INSIGHTS ON:**

- What happens when you call 911 during a mental health crisis
- What information dispatchers and officers need
- How the Crisis Intervention Team responds
- De-escalation techniques and safety tips
- Community alternatives to 911

**SIGN UP TODAY:**  
Tuesday, October 21, 2025  
6PM - 7:30PM  
VIRTUAL (held via Zoom)

**FOR MORE INFORMATION, PLEASE CONTACT:**  
Robin Pratt, Healthy Community Manager  
[rpratt@unitedwayshr.org](mailto:rpratt@unitedwayshr.org)

UNITED WAY South Hampton Roads

## LEARN ABOUT NRHA THRIVING FAMILIES

The NRHA Thriving Families team will be at St. John's A.M.E Church's December food pantry to share information about our program and available community services.

We look forward to hearing from you and how we can support you and your family in reaching your goals!

**Saturday, December 6th**  
9:30AM - 11AM  
St. John's A.M.E Church  
545 E. Bute St, Norfolk, VA

**SCAN THE CODE**  
to learn more about NRHA Thriving Families Program

For more information, please contact:  
[nrhatrivingfamilies@unitedwayshr.org](mailto:nrhatrivingfamilies@unitedwayshr.org)  
757-385-0113

UNITED WAY South Hampton Roads





**OLD DOMINION**  
UNIVERSITY

# **St. Paul's Transformation Research Project**

*Sara Olson, ODU*

# SPAC Open Discussion

- *Crown Point*
- *End of Year Comments*

*Councilpersons Paige and Clanton  
SPAC Committee*



# Adjournment



*Happy  
Holidays!*

WARM WISHES FOR THE HOLIDAY SEASON



12/7/2011

Form and Correctness Approved

By

Office of the City Attorney

NORFOLK, VIRGINIA

Content Approved

By

DEPT

Susan Perry  
Office of the City Manager

## Resolution 1,697

R-3

A RESOLUTION AUTHORIZING THE CITY MANAGER TO INITIATE A PROCESS FOR THE DEVELOPMENT OF A PLAN TO REVITALIZE THAT AREA OF THE CITY COMPRISING OF THE TIDSWATER GARDENS, YOUNG TERRACE AND CALVERT SQUARE COMMUNITIES.

WHEREAS, the Tidewater Gardens, Young Terrace and Calvert Square communities were built in the early to mid-1950s to provide safe, sanitary and affordable housing to thousands of low income Norfolk residents displaced by large scale post-World War II federally funded redevelopment projects in and around downtown; and

WHEREAS, these communities have served deserving families well, but development and growth in Norfolk and regionally since then has left these isolated, economically challenged and vulnerable to recurrent flooding due to sea level rise and the low-lying terrain they were built on; and

WHEREAS, a series of community meetings has been held with residents, institutions and businesses to gather input about what is desired for the area to become, the results of which have been shared with all community participants in a report including desired features, housing improvements,



## **DESCRIPTION OF STUDY**

### **An Examination of Choice Neighborhood Initiative Collaborative Process Through the Lens of Bronstein's Model**

#### **PURPOSE**

The purpose of this dissertation research is to explore the utility of Bronstein's Model in the implementation stage of Choice Neighborhood Initiative (CNI) projects as a guiding framework for future projects. Redevelopment and poverty reduction are key policy concerns for HUD and there has been significant investment in Choice Neighborhood Initiative Planning and Implementation grants. Extensive research has been done on Federal low-income housing project outcomes but few studies have been done of the processes that lead to the outcomes. This research seeks to fill this gap and is relevant given the increasing funding amount granted to this program by the Federal government. Although this is an exploratory study, this mixed methods research could provide a way forward for a prescribed process for grants and improve both project outcomes and accessibility for PHAs and municipalities in applying for grants.

#### **RESEARCH DESIGN**

A case study mixed methods design will be used in this study, using digital surveys, project documents, and interviews with collaborators. Quantitative and qualitative data will be collected and analyzed concurrently and then integrated and analyzed together. Participants will be identified by their employment with participating agencies with the St. Paul's Transformation Choice Neighborhood Initiative project between 2018-December 2024.

Participants who chose to complete the survey and the interview will be asked to sign an electronic informed consent document and will be made aware that their answers will be used in a research study. Potential risks to participants are minimal and confidentiality will be maintained. The potential participants will be informed that their participation is voluntary and that individual names will be kept confidential.

#### **COMPENSATION**

No compensation is offered for participating in this research, and there are no penalties for individuals or organizations that choose not to participate.

#### **RISKS**

Any risk to participants associated with this research is minimal. The information being gathered in this study relates only to professional behavior and does not ask participants for information or to answer questions related to potentially controversial topics. Participants may feel some discomfort when answering questions about the collaborative behavior of partners but confidentiality will be safeguarded to minimize risk to professional relationships. To further minimize any discomfort, participants may choose not to answer any survey question.

Please direct any questions to Sara Olson ([solso006@odu.edu](mailto:solso006@odu.edu)).

